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**BUSINESS STUDIES**

**0986/22**

Paper 2 Case Study

**May/June 2019**

MARK SCHEME

Maximum Mark: 80

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**Published**

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge International will not enter into discussions about these mark schemes.

Cambridge International is publishing the mark schemes for the May/June 2019 series for most Cambridge IGCSE™, Cambridge International A and AS Level and Cambridge Pre-U components, and some Cambridge O Level components.

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This document consists of **14** printed pages.

**Generic Marking Principles**

These general marking principles must be applied by all examiners when marking candidate answers. They should be applied alongside the specific content of the mark scheme or generic level descriptors for a question. Each question paper and mark scheme will also comply with these marking principles.

**GENERIC MARKING PRINCIPLE 1:**

Marks must be awarded in line with:

- the specific content of the mark scheme or the generic level descriptors for the question
- the specific skills defined in the mark scheme or in the generic level descriptors for the question
- the standard of response required by a candidate as exemplified by the standardisation scripts.

**GENERIC MARKING PRINCIPLE 2:**

Marks awarded are always **whole marks** (not half marks, or other fractions).

**GENERIC MARKING PRINCIPLE 3:**

Marks must be awarded **positively**:

- marks are awarded for correct/valid answers, as defined in the mark scheme. However, credit is given for valid answers which go beyond the scope of the syllabus and mark scheme, referring to your Team Leader as appropriate
- marks are awarded when candidates clearly demonstrate what they know and can do
- marks are not deducted for errors
- marks are not deducted for omissions
- answers should only be judged on the quality of spelling, punctuation and grammar when these features are specifically assessed by the question as indicated by the mark scheme. The meaning, however, should be unambiguous.

**GENERIC MARKING PRINCIPLE 4:**

Rules must be applied consistently e.g. in situations where candidates have not followed instructions or in the application of generic level descriptors.

**GENERIC MARKING PRINCIPLE 5:**

Marks should be awarded using the full range of marks defined in the mark scheme for the question (however; the use of the full mark range may be limited according to the quality of the candidate responses seen).

**GENERIC MARKING PRINCIPLE 6:**

Marks awarded are based solely on the requirements as defined in the mark scheme. Marks should not be awarded with grade thresholds or grade descriptors in mind.

Question	Answer	Marks				
1(a)	<p><b>Identify and explain <u>one</u> advantage and <u>one</u> disadvantage to WA of developing new products.</b></p> <p>Knowledge – award one mark for each relevant advantage / disadvantage [2 × 1 marks]</p> <p>Analysis – award one mark for a relevant explanation for each advantage / disadvantage [2 × 1 marks]</p> <p>Application – award two application marks for each advantage / disadvantage [2 × 2 marks]</p> <p>Answers are likely to include:</p> <table border="1" data-bbox="316 723 1313 1279"> <tbody> <tr> <td data-bbox="316 723 555 1003">Advantage</td> <td data-bbox="555 723 1313 1003"> <ul style="list-style-type: none"> <li>• New markets</li> <li>• Maintains image for fashionable designs</li> <li>• Remains competitive</li> <li>• Expansion</li> <li>• Wider range of products / diversification / spreading risk</li> <li>• Attract more customers / increase sales</li> </ul> </td> </tr> <tr> <td data-bbox="316 1003 555 1279">Disadvantage</td> <td data-bbox="555 1003 1313 1279"> <ul style="list-style-type: none"> <li>• New products might fail</li> <li>• May not be demanded if not liked by consumers</li> <li>• Increased costs – for example development costs / marketing / advertising / market research / storage or warehouse costs / wasted raw materials during development / training labour in new skills</li> <li>• Higher prices needed to recoup development costs</li> </ul> </td> </tr> </tbody> </table> <p>Indicative response: WA will remain competitive (k) by ensuring the furniture is fashionable (ap). This will increase demand or at least maintain demand for its furniture (an) and may result in profit increasing again (ap).</p> <p>Possible application marks: Family owned ltd company; small business; started 10 years ago; furniture; wood from sustainable forests; uses batch production to make furniture; new fashionable designs each year; selling price \$200; environmentally friendly business objective; reduced profit in 2018; chairs / tables</p>	Advantage	<ul style="list-style-type: none"> <li>• New markets</li> <li>• Maintains image for fashionable designs</li> <li>• Remains competitive</li> <li>• Expansion</li> <li>• Wider range of products / diversification / spreading risk</li> <li>• Attract more customers / increase sales</li> </ul>	Disadvantage	<ul style="list-style-type: none"> <li>• New products might fail</li> <li>• May not be demanded if not liked by consumers</li> <li>• Increased costs – for example development costs / marketing / advertising / market research / storage or warehouse costs / wasted raw materials during development / training labour in new skills</li> <li>• Higher prices needed to recoup development costs</li> </ul>	8
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Question	Answer		Marks												
1(b)	<p><b>Consider the following <u>three</u> possible business objectives for WA. Which objective is likely to be most important to WA in the long run? Justify your answer.</b></p> <p><b>Relevant points might include:</b></p> <table border="1" data-bbox="316 450 1313 1771"> <thead> <tr> <th data-bbox="316 450 555 515"></th> <th data-bbox="555 450 954 515">Advantages</th> <th data-bbox="954 450 1313 515">Disadvantages</th> </tr> </thead> <tbody> <tr> <td data-bbox="316 515 555 1025">Be an environmentally friendly business</td> <td data-bbox="555 515 954 1025"> <ul style="list-style-type: none"> <li>• Improved brand image – may attract ethical customers – increase sales</li> <li>• Less likely to break government regulations on environmental damage</li> <li>• Employees may prefer to work for an ethical business</li> <li>• Avoids WA having to deal with pressure groups</li> </ul> </td> <td data-bbox="954 515 1313 1025"> <ul style="list-style-type: none"> <li>• May have a higher cost –higher price for furniture</li> <li>• Less competitive especially if competitors do not use sustainable wood</li> </ul> </td> </tr> <tr> <td data-bbox="316 1025 555 1464">Increase market share</td> <td data-bbox="555 1025 954 1464"> <ul style="list-style-type: none"> <li>• Increase sales – higher revenue and profit</li> <li>• More dominant in the market – more influence on price</li> </ul> </td> <td data-bbox="954 1025 1313 1464"> <ul style="list-style-type: none"> <li>• Increased cost of marketing</li> <li>• Marketing costs may be higher than improvement in sales and revenue</li> <li>• Increase in WA sales may not increase market share if market is growing at the same rate</li> </ul> </td> </tr> <tr> <td data-bbox="316 1464 555 1771">Survival</td> <td data-bbox="555 1464 954 1771"> <ul style="list-style-type: none"> <li>• Avoids making a loss – costs are covered</li> <li>• Easier to achieve than other objectives – just needs to aim to break-even</li> <li>• Protects family investment</li> </ul> </td> <td data-bbox="954 1464 1313 1771"> <ul style="list-style-type: none"> <li>• Long term not good as low / no retained profit this is usually a short-term objective</li> <li>• May need to borrow externally if low profit</li> </ul> </td> </tr> </tbody> </table>			Advantages	Disadvantages	Be an environmentally friendly business	<ul style="list-style-type: none"> <li>• Improved brand image – may attract ethical customers – increase sales</li> <li>• Less likely to break government regulations on environmental damage</li> <li>• Employees may prefer to work for an ethical business</li> <li>• Avoids WA having to deal with pressure groups</li> </ul>	<ul style="list-style-type: none"> <li>• May have a higher cost –higher price for furniture</li> <li>• Less competitive especially if competitors do not use sustainable wood</li> </ul>	Increase market share	<ul style="list-style-type: none"> <li>• Increase sales – higher revenue and profit</li> <li>• More dominant in the market – more influence on price</li> </ul>	<ul style="list-style-type: none"> <li>• Increased cost of marketing</li> <li>• Marketing costs may be higher than improvement in sales and revenue</li> <li>• Increase in WA sales may not increase market share if market is growing at the same rate</li> </ul>	Survival	<ul style="list-style-type: none"> <li>• Avoids making a loss – costs are covered</li> <li>• Easier to achieve than other objectives – just needs to aim to break-even</li> <li>• Protects family investment</li> </ul>	<ul style="list-style-type: none"> <li>• Long term not good as low / no retained profit this is usually a short-term objective</li> <li>• May need to borrow externally if low profit</li> </ul>	<b>12</b>
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1(b)	<p data-bbox="316 248 1182 282">Award up to 10 marks using the levels-based mark scheme below.</p> <table border="1" data-bbox="316 315 1313 891"> <thead> <tr> <th data-bbox="316 315 496 376"></th> <th data-bbox="496 315 1313 376">Knowledge / Analysis / Evaluation</th> </tr> </thead> <tbody> <tr> <td data-bbox="316 376 496 613">Level 3</td> <td data-bbox="496 376 1313 613">           At least 2 × Level 2 +            9–10 marks for well justified conclusion as to which is the most important and why the other objectives will be less important in the long run.            7–8 marks for some limited judgement shown in conclusion as to which objective will be most important in the long run.         </td> </tr> <tr> <td data-bbox="316 613 496 757">Level 2</td> <td data-bbox="496 613 1313 757">           4–6 marks            Detailed discussion of the advantages and/or disadvantages of each objective.         </td> </tr> <tr> <td data-bbox="316 757 496 891">Level 1</td> <td data-bbox="496 757 1313 891">           1–3 marks            Outline of the advantages and/or disadvantages of each objective.         </td> </tr> </tbody> </table> <p data-bbox="316 925 1246 987">Level 1 – 1 mark for each L1 statement (max of 3 marks) e.g. Improved brand image if aim to be environmentally friendly</p> <p data-bbox="316 1025 1289 1261">Level 2 – 1 × L2 explanation can gain 4 marks and a further mark can be awarded for each additional L2 explanation (max 6 marks) e.g. Improved brand image if aim is to be environmentally friendly and this may attract an increased number of customers who are concerned about environmental damage and want to support ethical businesses. However, this might be more expensive, for example when buying the wood and so prices may have to be increased. (L2 plus application for mentioning buying wood)</p> <p data-bbox="316 1294 1294 1395">Level 3 – For L3 to be awarded there needs to be at least two L2 marks awarded and then a conclusion of which objective will be most important in the long run.</p> <p data-bbox="316 1429 1094 1462"><b>Award up to 2 additional marks for relevant application.</b></p> <p data-bbox="316 1496 1305 1731">Possible application marks:            Family owned ltd company; small business; started 10 years ago; furniture; wood from sustainable forests; new fashionable designs each year; individually designed furniture produced using job production; selling price \$200 and \$250 per item; ethical business objective; reduced profit in 2018; chairs / tables; high cost of wood; uses cost-plus pricing; WA price is higher than competitors, 10% market share</p> <p data-bbox="316 1765 1281 1798">There may be other examples in context that have not been included here</p>		Knowledge / Analysis / Evaluation	Level 3	At least 2 × Level 2 + 9–10 marks for well justified conclusion as to which is the most important and why the other objectives will be less important in the long run. 7–8 marks for some limited judgement shown in conclusion as to which objective will be most important in the long run.	Level 2	4–6 marks Detailed discussion of the advantages and/or disadvantages of each objective.	Level 1	1–3 marks Outline of the advantages and/or disadvantages of each objective.	
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2(a)	<p><b>Identify and explain <u>two</u> examples of tertiary sector businesses that help WA to be successful.</b></p> <p>Knowledge – award one mark for identifying an example of a tertiary sector business <b>[2 × 1 marks]</b></p> <p>Analysis– award one mark for a relevant explanation of how the tertiary sector business helps WA be successful <b>[2 × 1 marks]</b></p> <p>Application – award two application marks for explaining in context how the tertiary sector business helps WA to be successful <b>[2 × 2 marks]</b></p> <p>Answers are likely to include:</p> <ul style="list-style-type: none"> <li>• Bank</li> <li>• Insurance</li> <li>• Advertising agency</li> <li>• Transport services</li> <li>• Communication e.g. mobile phone networks, internet providers</li> <li>• IT services</li> <li>• Retailer / wholesaler e.g. furniture retailer</li> <li>• Training companies</li> </ul> <p>Indicative response: Transport services (k) that delivers furniture to customers (ap). This saves WA having to purchase its own vehicles to deliver tables and chairs (ap) and so saves WA the expense of delivery vehicles when they would not be used all the time (an).</p> <p>Possible application marks: Family owned ltd; small business; started 10 years ago; furniture; wood from sustainable forests; new fashionable designs each year; individually designed furniture produced; chairs / tables; reduced profit in 2018.</p> <p>There may be other examples in context that have not been included here.</p>	8

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2(b)	<p><b>Consider the following <u>two</u> ways WA could increase productivity. Recommend which would be the best way to choose to increase profit. Justify your answer.</b></p> <p><b>Relevant points might include:</b></p> <table border="1" data-bbox="316 450 1313 1433"> <thead> <tr> <th data-bbox="316 450 555 515"></th> <th data-bbox="555 450 914 515">Advantages</th> <th data-bbox="914 450 1313 515">Disadvantages</th> </tr> </thead> <tbody> <tr> <td data-bbox="316 515 555 958">Use computers in manufacturing and design</td> <td data-bbox="555 515 914 958"> <ul style="list-style-type: none"> <li>• Less labour required – lower labour costs</li> <li>• Increased output – at a faster pace</li> <li>• Possibly improved quality – less mistakes from human error</li> <li>• Improved designs – less waste producing new models</li> </ul> </td> <td data-bbox="914 515 1313 958"> <ul style="list-style-type: none"> <li>• High cost of computers</li> <li>• Cost of redundancy payments for workers</li> <li>• Disruption while new computers are installed</li> <li>• Increased training costs for workforce to use new equipment</li> <li>• May need to recruit workers with new skills</li> </ul> </td> </tr> <tr> <td data-bbox="316 958 555 1433">Improving employees skills</td> <td data-bbox="555 958 914 1433"> <ul style="list-style-type: none"> <li>• Makes workers more efficient – lower unit costs</li> <li>• Increased motivation as employees feel valued</li> <li>• Increased output may be higher than increased wage costs – lower unit costs</li> </ul> </td> <td data-bbox="914 958 1313 1433"> <ul style="list-style-type: none"> <li>• Higher cost for training</li> <li>• May need to be off-the-job training or may cause interruption to production of the products</li> <li>• Workers may demand higher wages as now more skilled</li> <li>• Employees may then find new jobs elsewhere as they have more skills</li> </ul> </td> </tr> </tbody> </table>		Advantages	Disadvantages	Use computers in manufacturing and design	<ul style="list-style-type: none"> <li>• Less labour required – lower labour costs</li> <li>• Increased output – at a faster pace</li> <li>• Possibly improved quality – less mistakes from human error</li> <li>• Improved designs – less waste producing new models</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of computers</li> <li>• Cost of redundancy payments for workers</li> <li>• Disruption while new computers are installed</li> <li>• Increased training costs for workforce to use new equipment</li> <li>• May need to recruit workers with new skills</li> </ul>	Improving employees skills	<ul style="list-style-type: none"> <li>• Makes workers more efficient – lower unit costs</li> <li>• Increased motivation as employees feel valued</li> <li>• Increased output may be higher than increased wage costs – lower unit costs</li> </ul>	<ul style="list-style-type: none"> <li>• Higher cost for training</li> <li>• May need to be off-the-job training or may cause interruption to production of the products</li> <li>• Workers may demand higher wages as now more skilled</li> <li>• Employees may then find new jobs elsewhere as they have more skills</li> </ul>	12
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3(a)	<p><b>Identify and explain how <u>two</u> stakeholder groups of WA are likely to be affected by the reduction in profit in 2018.</b></p> <p>Knowledge – award one mark for identifying a relevant stakeholder group [2 × 1 marks]</p> <p>Analysis – award one mark for a relevant explanation how each stakeholder group will be affected [2 × 1 marks]</p> <p>Application – award two application marks for explaining in context how each stakeholder group will be affected [2 × 1 marks]</p> <p>Answers are likely to include:</p> <table border="1" data-bbox="316 689 1313 1305"> <tbody> <tr> <td data-bbox="316 689 715 931">Shareholder / Directors / Owners / Family</td> <td data-bbox="715 689 1313 931"> <ul style="list-style-type: none"> <li>• Lower dividend likely to be paid – lower return on their investment</li> <li>• Need to change business objectives to try to increase profit again – may require further investment – changes to the way the company is operated</li> </ul> </td> </tr> <tr> <td data-bbox="316 931 715 1133">Employees OR accept workers and managers as separate stakeholders</td> <td data-bbox="715 931 1313 1133"> <ul style="list-style-type: none"> <li>• Less likely to be given a wage increase – less motivated</li> <li>• May have to accept a reduction in wage rates or longer hours for same pay</li> </ul> </td> </tr> <tr> <td data-bbox="316 1133 715 1305">Suppliers</td> <td data-bbox="715 1133 1313 1305"> <ul style="list-style-type: none"> <li>• Asked to reduce price of wood – less wood purchased</li> <li>• Slower to get paid for wood supplied – worse cash flow</li> </ul> </td> </tr> </tbody> </table> <p><b>Accept other stakeholder groups e.g. customers, competitors, government, bank, local community.</b></p> <p>Indicative response: Supplier (k) that sells wood to WA to make the furniture (ap) may not be paid as quickly if the profit is lower (an). Supplier may have to lower the price of its wood to help WA reduce its costs (ap).</p> <p>Possible application marks: Family owned ltd company; small business; started 10 years ago; furniture; wood from sustainable forests; selling price \$200 and \$250 per item; environmentally friendly business objective; 2 brothers and a sister; 20 employees; 10% above minimum wage.</p> <p>There may be other examples in context that have not been included here.</p> <p><b>Note – Do NOT reward reduction in profit as application because this is in the question.</b></p>	Shareholder / Directors / Owners / Family	<ul style="list-style-type: none"> <li>• Lower dividend likely to be paid – lower return on their investment</li> <li>• Need to change business objectives to try to increase profit again – may require further investment – changes to the way the company is operated</li> </ul>	Employees OR accept workers and managers as separate stakeholders	<ul style="list-style-type: none"> <li>• Less likely to be given a wage increase – less motivated</li> <li>• May have to accept a reduction in wage rates or longer hours for same pay</li> </ul>	Suppliers	<ul style="list-style-type: none"> <li>• Asked to reduce price of wood – less wood purchased</li> <li>• Slower to get paid for wood supplied – worse cash flow</li> </ul>	8
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3(b)	<p data-bbox="316 248 1313 344"><b>Consider the following <u>three</u> ways WA could use to increase employee motivation. Recommend which way WA should choose. Justify your answer.</b></p> <p data-bbox="316 383 746 416"><b>Relevant points might include:</b></p> <table border="1" data-bbox="316 450 1313 1550"> <tbody> <tr> <td data-bbox="316 450 555 792">Introduce piece rate</td> <td data-bbox="555 450 1313 792"> <ul style="list-style-type: none"> <li>• Taylor’s theory – money motivates</li> <li>• Increases pay – by rewards for producing a higher output</li> </ul> <p data-bbox="571 573 687 602">However</p> <ul style="list-style-type: none"> <li>• Wage costs may increase</li> <li>• Quality might be reduced if rush to produce more output</li> <li>• Less likely to be applicable to office staff and so may not be fair</li> </ul> </td> </tr> <tr> <td data-bbox="316 792 555 1173">Give shares to WA employees</td> <td data-bbox="555 792 1313 1173"> <ul style="list-style-type: none"> <li>• Employees now receive payment from dividends</li> <li>• Increased rewards from higher output / profit</li> <li>• Maslow – increased sense of belonging</li> </ul> <p data-bbox="571 920 687 949">However</p> <ul style="list-style-type: none"> <li>• Existing shareholders of this private limited company will lose some control</li> <li>• May lead to reduced dividends per share or less retained profit</li> <li>• Shares may not easily be sold (Ltd) – workers may prefer cash to shares</li> </ul> </td> </tr> <tr> <td data-bbox="316 1173 555 1550">Introduce job rotation</td> <td data-bbox="555 1173 1313 1550"> <ul style="list-style-type: none"> <li>• Makes the work more interesting / less boring</li> <li>• Change tasks performing regularly</li> </ul> <p data-bbox="571 1263 687 1292">However</p> <ul style="list-style-type: none"> <li>• Increases training requirements as each worker currently only performs one task</li> <li>• Quality may be lower if less specialised in tasks</li> <li>• May mean sometimes a worker does a job not liked</li> <li>• May only be motivating in the short term until the worker gets used to the new tasks</li> </ul> </td> </tr> </tbody> </table>	Introduce piece rate	<ul style="list-style-type: none"> <li>• Taylor’s theory – money motivates</li> <li>• Increases pay – by rewards for producing a higher output</li> </ul> <p data-bbox="571 573 687 602">However</p> <ul style="list-style-type: none"> <li>• Wage costs may increase</li> <li>• Quality might be reduced if rush to produce more output</li> <li>• Less likely to be applicable to office staff and so may not be fair</li> </ul>	Give shares to WA employees	<ul style="list-style-type: none"> <li>• Employees now receive payment from dividends</li> <li>• Increased rewards from higher output / profit</li> <li>• Maslow – increased sense of belonging</li> </ul> <p data-bbox="571 920 687 949">However</p> <ul style="list-style-type: none"> <li>• Existing shareholders of this private limited company will lose some control</li> <li>• May lead to reduced dividends per share or less retained profit</li> <li>• Shares may not easily be sold (Ltd) – workers may prefer cash to shares</li> </ul>	Introduce job rotation	<ul style="list-style-type: none"> <li>• Makes the work more interesting / less boring</li> <li>• Change tasks performing regularly</li> </ul> <p data-bbox="571 1263 687 1292">However</p> <ul style="list-style-type: none"> <li>• Increases training requirements as each worker currently only performs one task</li> <li>• Quality may be lower if less specialised in tasks</li> <li>• May mean sometimes a worker does a job not liked</li> <li>• May only be motivating in the short term until the worker gets used to the new tasks</li> </ul>	12
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4(a)(i)	<p><b>Calculate the total cost per month of producing 100 items of furniture.</b></p> <p>Award 1 mark for correct costs and 1 mark for correct answer</p> <p><math>\\$10\,000 + \\$1\,200 + \\$800 + \\$4\,000</math> (1) = <math>\\$16\,000</math> (1)</p> <p><b>Note – if answer is only \$16 000 with no working then award 2 marks</b></p>	2
4(a)(ii)	<p><b>Calculate the average cost of 1 piece of furniture.</b></p> <p>Award 1 mark for correct figures used and 1 mark for correct answer</p> <p><math>\\$16\,000 / 100</math> (1) = <math>\\$160</math> per item of furniture (1)</p> <p><b>Note – If answer is only \$160 with no working then award 2 marks</b></p>	2
4(a)(iii)	<p><b>Explain how total cost and average cost will change if the output is increased to 200 items of furniture per month.</b></p> <p>Award 1 mark per point:</p> <p>Total cost will increase due to increase in variable costs (1) – as more wood will need to be purchased (1)</p> <p><math>TC = \\$26\,000 /</math> increased by <math>\\$10\,000</math> (1)</p> <p>Average cost will fall (1) – as the fixed costs will not change (1) – which means the fixed costs are spread over a larger output. (1)</p> <p><math>AC = \\$130</math> per item of furniture / decreased by <math>\\$30</math> (1)</p> <p>Total cost will increase whilst average cost will fall (1) (Apply OFR)</p> <p><b>Note – 4 marks can be awarded even if no figures are included.</b></p>	4

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